Joint and Expeditionary Mindset: The Joint Inspector General

Day 9

Wartime IG

The IG's Role in Military Operations

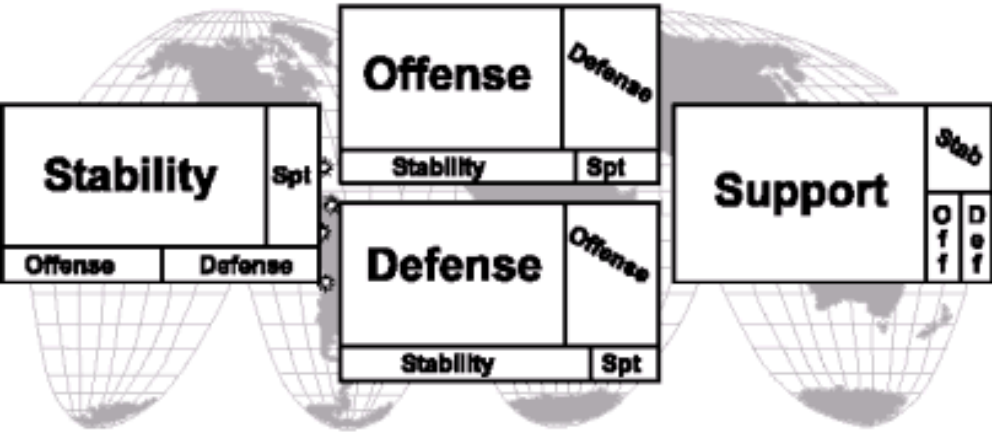
Wartime IG

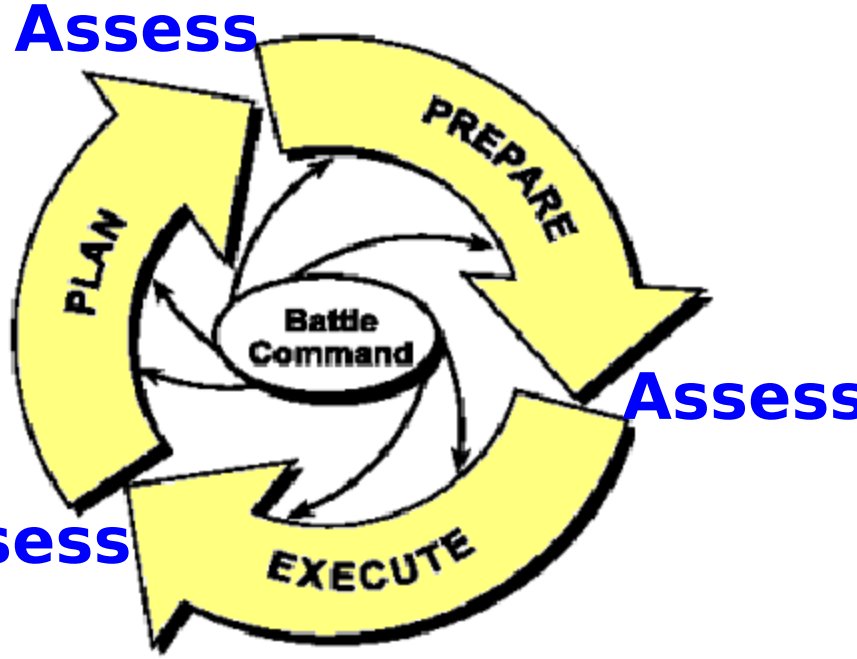
Enabling Learning Objectives (ELO)

- **Describe the IG's role and functions during full spectrum operations.**
- **Describe how IGs respond to suspected Law of War violations.**
- **Describe the techniques an IG can use to ensure that all soldiers have access to IG support during full spectrum operations.**

Full Spectrum Operations (FM 3-0)

Wartime IG





In Joint, Multinational, Interagency environments

IGs support the full spectrum of operations throughout the operations process.

Wartime IG

IG Role in Full Spectrum Operations

ELO

- **During war, IGs perform the same four functions as they do in peace:**
  - **Assist, Inspect, Investigate, and Teach and Train.**
- **IGs have the same role of extending the eyes and ears, voice and conscience of the commander.**
- **The task and standards don't change, just the conditions!**

Deploying IGs

Focus on high payoff issues that impact on the unit's ability to:

- **Rapidly mobilize**
- **Deploy**
- **Conduct operations**
- **Sustain operations**
- **Redeploy**
- **Conduct reconstitution and prepare for the next mission**

State IGs

- **Be prepared to (BPT):**
  - **Assist with the deployment of National Guard units**
  - **Assist nondeploying units**
- **Expect increased activity from family members**

When does AR 608-99 apply to the Reserve Component?

Supporting Theater IG

Focus is similar to deploying unit IGs:

- **Mobilization**
- **Deployment**
- **Certifications**
- **Sustainment**
- **Soldier morale and welfa**
- **Civilian issues**
- **Preparation for combat, redeployment, and reconstitution**

Wartime IG

Nondeploying Supporting IGs

BPT provide IG support to:

- **Residual units**
- **Garrison activities**
- **Families of deployed soldiers**

Provide reach-back assistance to deployed IGs

The Operation Plan / Order

OPLAN / OPORD

Staff Estimates

- **IGs must be involved from receipt of the mission to production of the Operation Order (OPORD).**

- **Include anticipated IG actions during each phase of the operation**

The IG Annex

- **There is no doctrinal IG annex or appendix in the OPLAN or OPORD.**
  - **What's your unit SOP?**
  - **The IG's plan is often an appendix to Annex I Service Support:**
    - **Appendix 1 Service Support Overlay**
    - **Appendix 2 Traffic Circulation and Control**
    - **Appendix 3 Personnel**
    - **Appendix 4 Legal**
    - **Appendix 5 Religious Support**
    - ***Appendix 6 Inspector General?***

Wartime IG

Planning IG Coverage and Support to Soldiers

- **Determine method of IG coverage in the theater of operations where units may be widely dispersed.**
  - **Recommend the MACOM CG appoint Acting IGs to cover remote locations.**
  - **Provide IG Assistance on an area basis.**
- **Indicate the method of IG coverage in the OPLAN / OPORD.**
- **Establish a schedule to visit all unit locations.**

What Are Acting IGs?

Wartime IG

- **Commissioned officers**
- **Appointed by the MACOM commander as an additional duty**
- **Trained by a detailed IG**
- **Can only provide assistance**
- **Must forward all IG records to detailed IG**
- **Takes an IG oath**

The Impact of Full Spectrum Operations

Wartime IG

IG Functions: Assistance

- **Both deployed and supporting IGs can expect increases in requests for information and assistance**
- **Assistance cases account for the majority of the deployed IG's workload**
- **Use IG technical channels; stay flexible**
- **Once combat operations cease, expect and plan for an increase in IGARs**

Wartime IG

IG Functions: Inspections

- **Focus inspections on the CG's highest priorities.**
- **Recommend high payoff issues to CG.**
- **Identify issues for resolution.**
- **Use technical channels to share results of inspection trends and findings.**

Wartime IG

IG Functions: Investigations

- **Difficulties while deployed:**
  - **Operational requirements may limit your access to the commander**
  - **Time and distance factors**
  - **Greater reliance upon tech channel support**
- **Records release policies for IG records such as ROIs do not change during military operations.**
- **Potential for allegations of Law of War violations.**

Wartime IG

Reporting Law of War Violations

- **DoD Directive 5100.77 describes reporting requirements for Law of War (LOW) reportable incidents.**
- **Reportable Incidents:** ***Any possible, suspected, or alleged violation of the Law of War.***
- **DODD 5100.77 directs that all military or civilian personnel shall report reportable incidents through their chain of command or through other channels such as the military police, a judge advocate, or an Inspector General.**

Wartime IG

Reporting Law of War Violations (continued)

If the IG receives a report of a LOW violation –

1. **When necessary, consult with SJA for LOW interpretations.**
2. **Record the <u>readily available</u> facts surrounding the incident.**
3. **Inform the complainant of your intent to report the LOW while striving to protect his or her confidentiality.**
4. **Immediately report the LOW violation to the IG's commander as soon as possible.**

Wartime IG

IG Functions:
Teach & Train

- **This function is a fundamental portion of all other IG activities.**
- **Teaching and training soldiers on fundamental tasks is essential to mission success.**
- **IGs help bridge the knowledge gap with regard to standards and policies.**

Wartime IG

Train As You Will Fight

- **Participate in all train**
  - **Command post exercis**
  - **Field training exercises**
  - **Combat Training Center rotations**
  - **Mobilization and deployment readiness exercises**
- **Include concurrent, split operations training involving the home station installation IG office**

Wartime IG

IG Duty Restrictions

- **IGs must not be used in non-IG capacities such as:**
  - **Liaison officer**
  - **Rear command post commander**
  - **Detachment noncommissioned officer in charge (NCOIC)**
  - **Sergeant of the guard**

- ***Who can approve exceptions to the policy?***

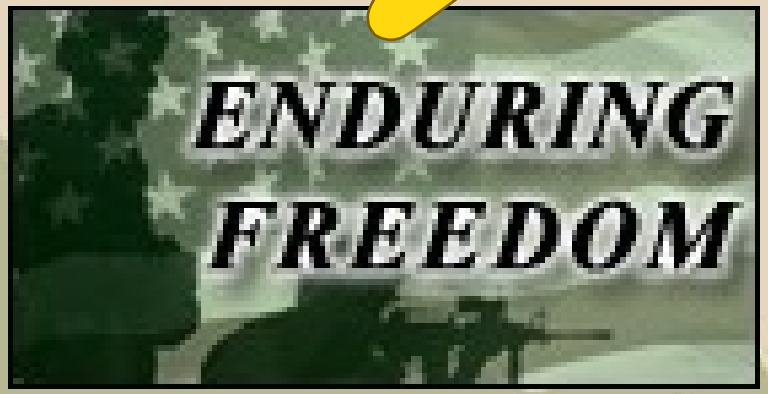
The IG's Role in Full Spectrum Operations

ELO

- **The IG system remains constant in war and peace.**
- **Peacetime role = wartime role**
- **Dictated by the command's mission and the phase of the operation**

AR 20-1, Chapter 9

The IG in Current Operations

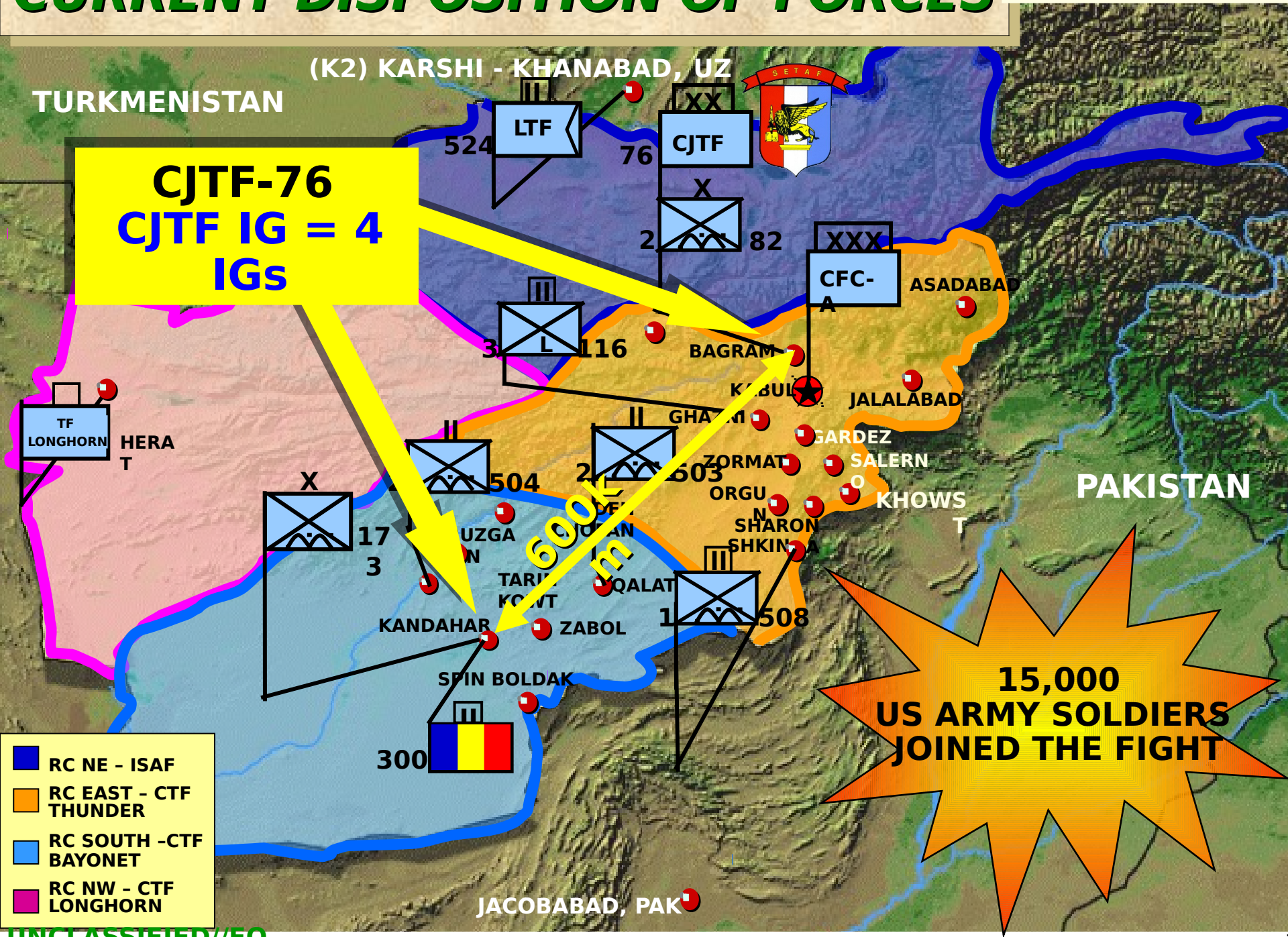


Combined Joint Task Force 76

Wartime IG

- **Area of Responsibility (AOR) extends over four countries: Afghanistan, Pakistan, Uzbekistan, Tajikistan**
- **Split operations between Bagram, Kandahar, and Camp Salerno**
- **Joint Manning Document (JMD) authorizes two Detailed and two Assistant IGs (Currently three above JMD plus one Acting IG)**

CURRENT DISPOSITION OF FORCES



OEF Caseload
(March – July 05)

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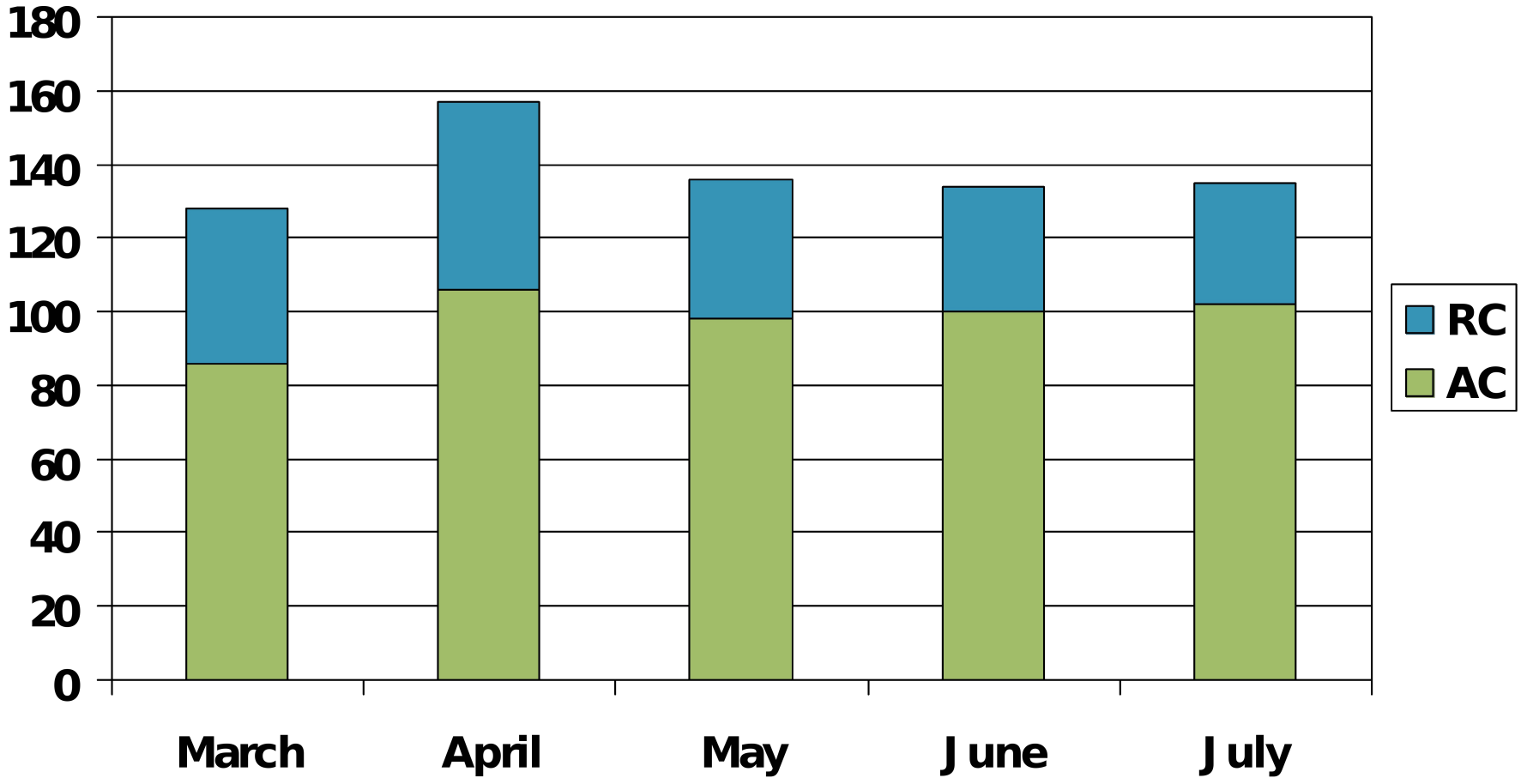
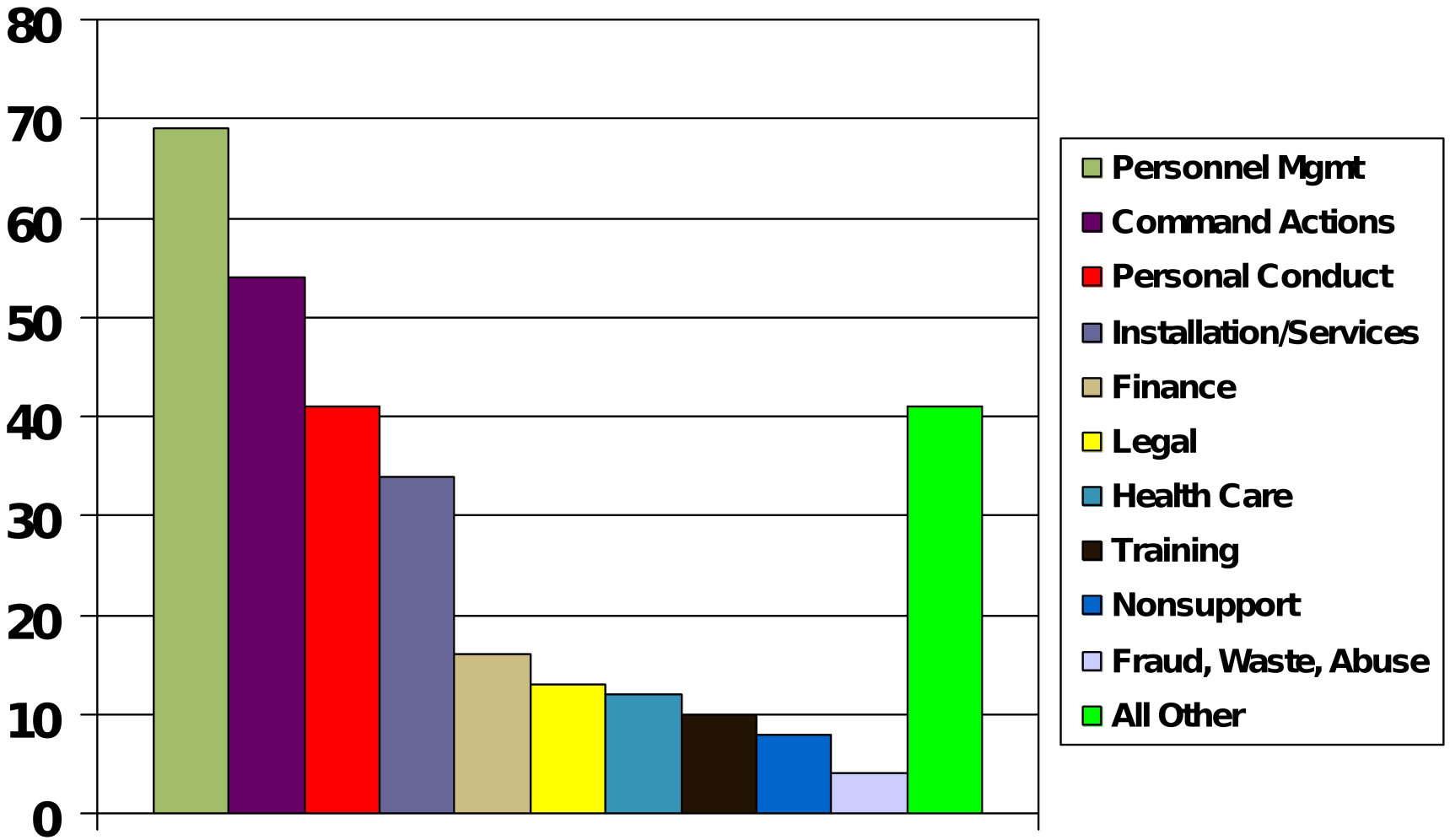


IGAR Category Breakdown

(Closed Cases: 15 Mar 05 – 31 Jul 05)

Wartime IG



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CJTF-76 IG Trends

- **GO#1 Violations (sex, drugs, alcohol)**
- **Stolen, damaged, slow mail**
- **Problems resulting from units splintered upon arrival**
- **Lack of understanding of UCMJ, OER / NCOER procedures (Due Process)**
- **Pay and Promotions (before & during deployment)**

Wartime IG

CJTF-76 Inspections

Inspections / Compressed Inspections

- Battlefield Warrior Health Assessment (Jul/Aug 05)
- Casualty Affairs (May 05)
- Postal Operations (Apr / Aug 05)
- DAIG RC Leadership Assessment (Mar 05)

Site Assessments

- Detention Facilities
- Dining Facilities
- MWR Activities
- Maintenance Operations
- Resupply Operations
- Tactical Communications

“Top 5” IGAR Categories

Wartime IG

Personnel Management

(Leaves & Passes, Promotions, Awards, Casualty Management)

Command Actions

(Leadership Discretion, Command Climate, Relief for Cause, Mental Health Evals)

Personal Conduct

(Maltreatment, GO#1 Violations, Abuse of Authority / Preferential Treatment)

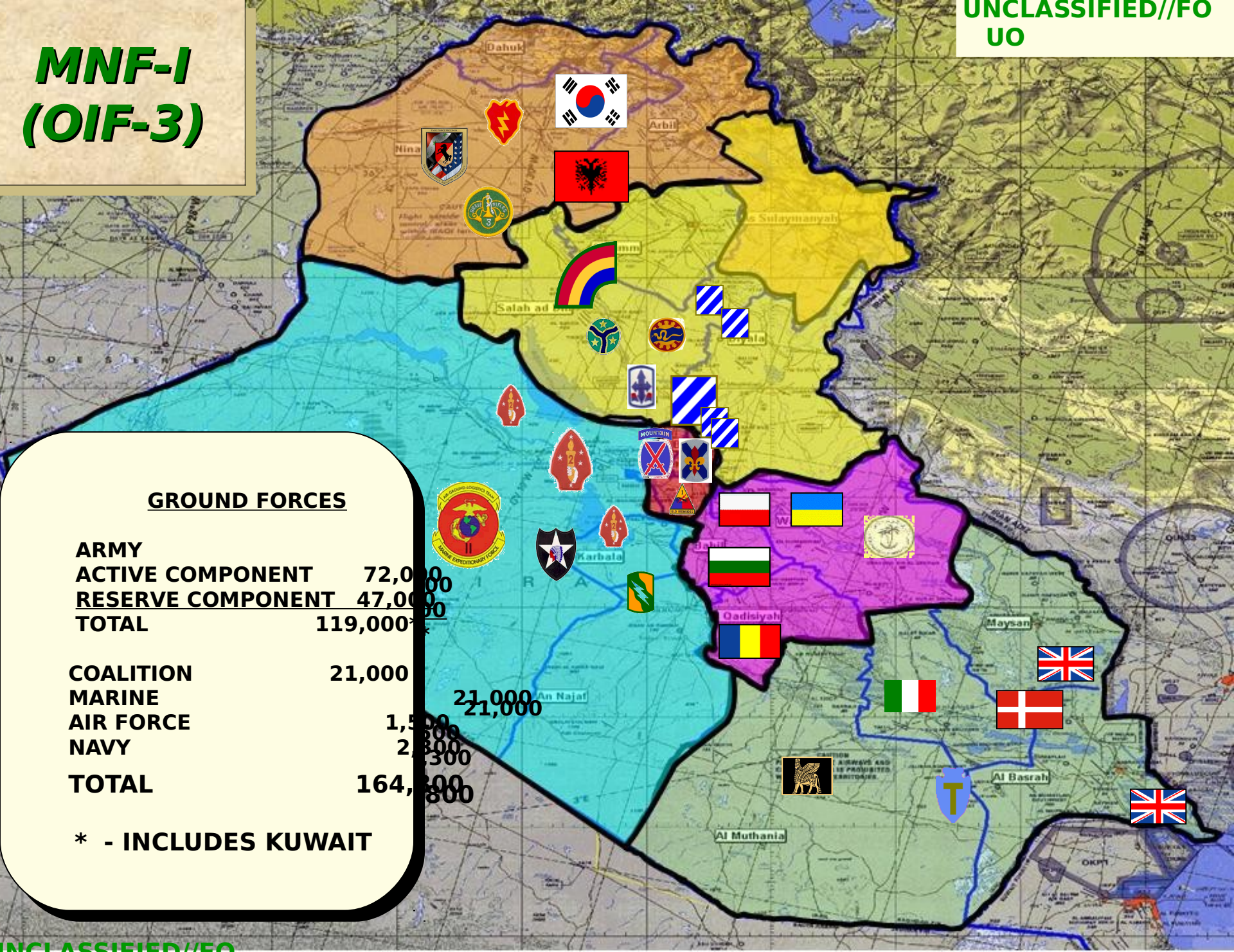
Installation & Services

(Postal Operations, AAFES, Army Food Program)

Finance Issues

(Combat Entitlements, Re-Up Bonuses, Allowances)

MNF-I (OIF-3)



GROUND FORCES

ARMY	
ACTIVE COMPONENT	**72,000**
RESERVE COMPONENT	**47,000**
TOTAL	**119,000***
COALITION	**21,000**
MARINE	**21,000**
AIR FORCE	**1,500**
NAVY	**2,300**
TOTAL	**164,800**

* - INCLUDES KUWAIT

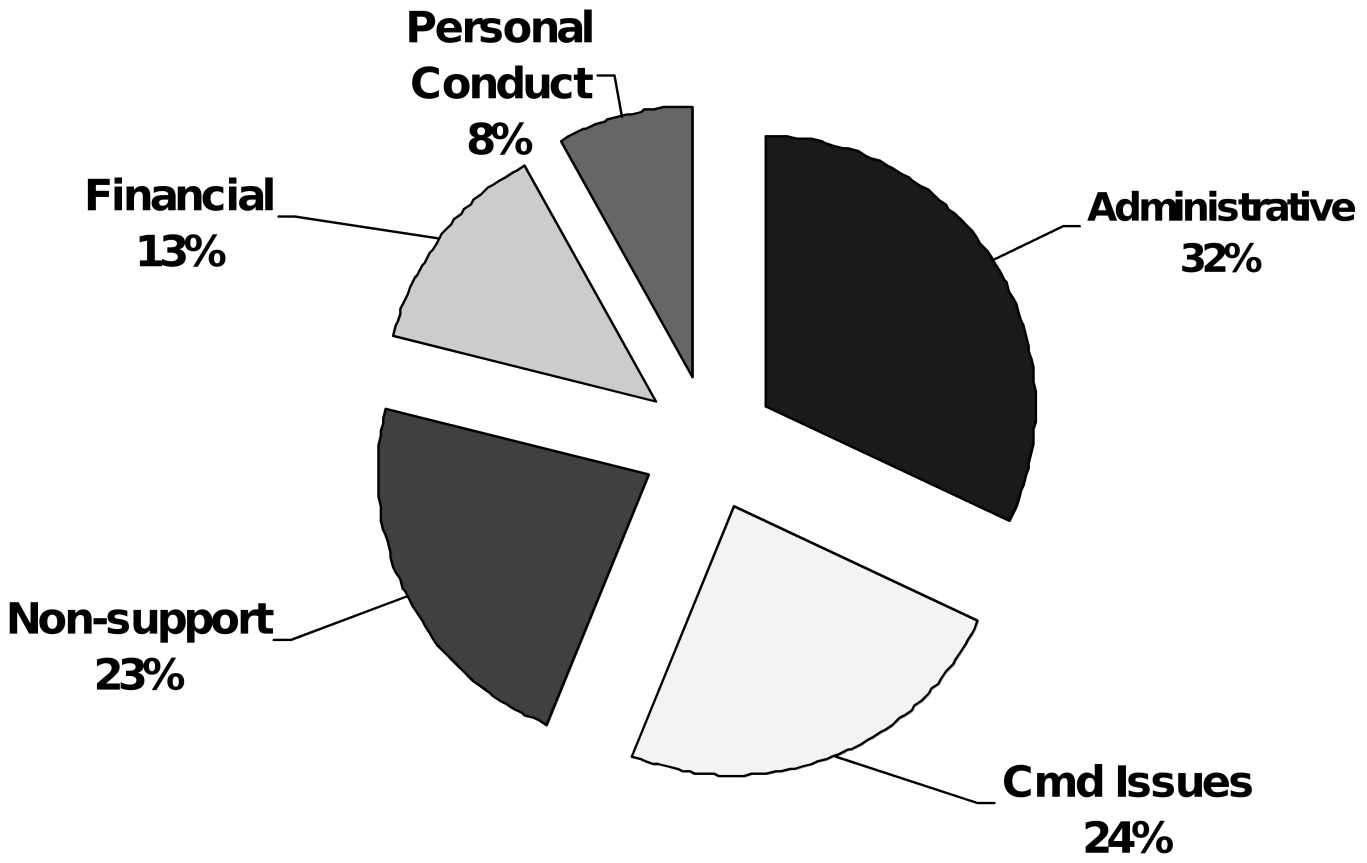
Wartime IG

OIF-3 / MNC-I Assistance

- **Feb-Jul 05: 1,332 cases (all units); 310 in MNC-I**
- **Sources were E-mail, walk-in, and visits to Forward Operating Bases (FOB)**
- **Five categories account for 62 percent of all assistance cases**
- **Major case load categories:**
  - **AC (69%) – 46%**
    - **Nonsupport**
    - **Personal Conduct**
  - **ARNG (24%) – 44%**
    - **Promotions**
    - **Cmd Issues**
  - **USAR (7%) – 10%**
    - **Orders**

“Top 5” IGARS Cases (Feb-Jul 05)

Wartime IG



62% of Assistance caseload

Wartime IG

OIF-3 Investigations

- **Total cases: 20**
- **Allegations:**
  - **Improper relationships**
  - **Command authority**
  - **MHE**
  - **Detainee abuse**
- **Allegations / issues, by component:**
  - **AC**
    - **MHE**
    - **Improper relationships**
  - **ARNG**
    - **Command Issues**
  - **USAR**
    - **AR 600-20**

Wartime IG

OIF-3 Inspections

- **Physical Security – ID / access badges**
- **Non-Tactical Vehicle (NTV) accountability**
- **Subordinate IG operations (SAV) (recurring)**
- **Detainee holding facilities (recurring)**
- **Intel Oversight (recurring)**
- **Tactical Vehicle OPS / Safety (supported MNF-I)**
- **Re-deployment OPS (future)**

Wartime IG

OIF-3 Teach & Train

Vital component of Inspection, Assistance and Investigative Inquiry/Investigation actions – the "IG Legacy" with unit leaders.

- **AR 600-20, AR 600-100, AR 608-99, counseling**
- **Safety – weapons, vehicles, equip certification / sustainment and operations / maintenance**
- **GO #1 and MNF-I, MNC-I policies**
- **Awards eligibility**
- **Mental Health Evaluations (MHE) (DoDD 6490.1)**
- **"Blogs", other info systems**
- **Iraqi Ground Forces HQs – fundamentals of the IG System**

Wartime IG

Important Equipment for Deployed IG

- ☑ **Vehicles with secure radio communications.**
- ☑ **Tactical Phones.**
- ☑ **Secret and unclassified laptop computers with printer. (Coordinate ahead for IGNET/IGARS account)**
- ☑ **Scanner or Digital Sender.**
- ☑ **Basic Load of office supplies with plenty of highlighters, paper, media storage, etc.**
- ☑ **Dry-erase or butcher boards with markers.**
- ☑ **CDs loaded with unit policies, common regulations & FMs, The IG Guides, and SOPs.**
- ☑ **USB mini-storage devices or "pen drives" (classified and unclassified).**

Wartime IG

Other Useful Tips for Deployed IG

- **Remain "tuned-in" to command priorities.**
- **Conduct cross / refresher training so A&I and Inspections personnel are multifunctional.**
- **Anticipate and drill new challenges.**
  - **Contractors on the battlefield?**
  - **IGARS from indigenous civilians?**
  - **Use of translators in IG inspections or investigative work?**
- **Establish your IG Tech Channels early.**

Wartime IG

Other Useful Tips for Deployed IG (continued)

- **Maintain a "reach-back capability" with your home station.**
- **Read / save all OPORDS / FRAGOs. They may become standards for later use.**
- **Stay on top of task organization changes.**
- **Address an in-theater OIP policy with your commander.**
- **Seek opportunities to Teach and Train:**
  - **Deployment and Reception Team Briefs**
  - **New Commander / CSM / 1SG Orientations**
  - **Bulletins and Unit Newsletters**

Review

- **IG functions and IG role are the same in wartime as in peace. True or False?**
- **During full spectrum operations, what technique can the IG consider to ensure soldiers in widely dispersed units have access to IG support?**
- **Describe how IG's respond to suspected Law of War (LOW) violations.**

Questions?